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INTERVIEW SERIES

**How To Make Every Employee A
“100 Percenter”**



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HardToFind Seminars.com

Expert Interviews On Mind Body & Spirit

Dear Student,

I'm Michael Senoff, founder and CEO of HardToFindSeminars.com.

For the last five years, I've interviewed the world's best business and marketing minds.

And along the way, I've created a successful home-based publishing business all from my two-car garage.

When my first child was born, he was very sick, and it was then that I knew I had to have a business that I could operate from home.

Now, my challenge is to build the world's largest free resource for online, downloadable audio business and health related interviews.

I knew that I needed a site that contained strategies, solutions, and inside information to help you operate more efficiently.

I've learned a lot in the last five years, and today I'm going to show you the skills that you need to survive.

It is my mission, to assist those that are very busy with their careers.

And to really make my site different from every other audio content site on the web, I have decided to give you access to this information in a downloadable format.

Now, let's get going.

Michael Senoff

Michael Senoff

Founder & CEO: www.hardtofindseminars.com

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How To Make Every Employee A “100 Percenter”

What if every employee came to work with a “can-do” attitude and gave everything their all with drive, ambition, determination and clearly defined goals? Having a team of superstars like that could do wonders for any bottom line, and that can happen. In this interview you’ll hear all about it from Mark Murphy, author of *Hundred Percenters: Challenge Your Employees to Give It Their All, and They’ll Give You Even More*.

Mark says one of the keys to getting employees, or getting yourself, to become a 100-percenter is by making good attitudes and motivational goal setting top priorities. And in this audio, you’ll hear the kinds of strategies that will help you do that.

You’ll Also Hear...

- “Real-life” examples of what a 100-percenter looks like – what behavior traits they usually have, how they handle problems, and what exactly makes them such superstars
- A simple strategy for getting employees to give you the exact roadmap they need to become a 100-percenter (hint: it’s not about having the answers, but about asking the right questions)
- Strategies for inoculating yourself against difficult situations (and difficult people) so you can take back control of your motivation – and how to show others how to use those strategies too
- The real problem with the “SMART” goals from the 1950s that so many organizations still use today to motivate employees – and how adding HARD goals (heartfelt, animated, required, difficult) into that equation may be all you need to bring everyone up to 100%
- The drastic move Mark says is necessary to turn around “talented terrors” (employees with great skills, but lousy attitudes) and a word-for-word script you can take straight to that meeting
- The biggest myth about making presentations and the single best way to connect to your audience (and plant a message they won’t forget) – right from your first sentence

When it comes to 100-percenters, Mark says it isn’t about having super skills or extraordinary talent. It’s about giving it the best effort possible, with the best attitude. That’s really what sets great employees apart from the rest of the bunch. And in this interview, you’ll hear how to get that kind of effort from every employee – and the amazing results that can follow once you do.

Kris: Hi. This is Kris Costello and I've team up with Michael Senoff to bring you the world's best health-related interviews. If you know anyone struggling with their weight, with cancer, diabetes, ADHD, autism, heart disease or other health issues, send them over to Michael Senoff's www.HardtoFindSeminars.com.

Mark Murphy is founder and CEO of Leadership IQ, a top rated research and consulting firm that delivers employee engagement and leadership development to the world's most successful organizations and their leaders. Mark, Thank you so much joining us.

Mark: Thanks for having. It's great fun to be here.

Kris: You've got a lot of interesting information and a lot of things that seem very different from what people believe about leadership but, I want to start off by asking you about your new book, *Hundred-Percenters*. What is "hundred-percenter" and do you think that anybody can be one or is that just somebody really special?

Mark: As a starting point, a "hundred-percenter" is basically somebody who comes in every day and says, "You know what? I'm going to give my best effort. Now, is everything going to work out perfectly, every single day? No but, I'm going to be here with absolutely my best effort." As much as that represents, it generally turns into pretty good work product.

Number one, right now, when we survey people across the country, only about 35% of employees say, "Yes, I feel inspired to give my best effort." That's pretty bad. That's 65% of the world is sitting out there saying, "I don't really want to be a 'hundred-percenter'. I'm not really driven to that right now." That's problem one but, the interesting thing is that while being a "hundred-percenter" presumes some modicum of skill (have to cross some basic threshold). The major differentiated (the major thing that makes people really great performers in an organization) is not so much that they've got super extraordinary skills that nobody's ever seen before but rather, it's the attitude that they bring. It's that giving a hundred percent effort.

Look at somebody like Michael Jordan. The year that Michael Jordan was drafted, I think it was Bowie was drafted a head of Michael Jordan, there were people that looked at him and said, "You know, you've got skill. No doubt about but there's other people with skill." What ultimately made Michael Jordan "Michael Jordan" wasn't these skills. Certainly they were excellent but, it was the drive. It was the fierce competitiveness. It was the attitude that turned him into what we now think of it as "Michael Jordan".

That's the same thing that happens in the workplace. It's not that there's, often times, somebody is going to be a better payables clerk than somebody else because we've got the natural skills to be a payables clerk. No, it's that somebody else takes that extra minute. They think to the work. They anticipate it. They build the relationship with all the other leaders in the organization. It's the attitudinal part that really sets them apart.

The bad news is we don't have nearly as many "hundred-percenters" as you'd look like to see us have. The good news, however, is that being a "hundred-percenter" is by and large, a choice. Not we're born to it or we're not born to it. It's a choice that every one of us will make.

Kris: How do we get to that point where we make that choice? I know a lot of people, they start in a job and they give 100% and things happen where slowly, that erodes. How do people stay at that 100%?

Mark: It's interesting (this has been our current research project), about two years ago, we started to notice that there was a group employees that seemed to be a little more immune to what their boss did or didn't do. You take a normal organization, people come in and they're boss does whatever and sometimes it's good and motivating and sometimes it's not so good. It's pretty demotivating. What we started to see was there was a group of employees that seemed more immune to that. They said, "If my boss acts like a bit of a jerk, it's not going to destroy my day. I still am going to be driven to be a "hundred-percenter". I'm still going to come in and say, 'Yeah, you know what? I want to give

100% effort. I want to come in and knock it out of the park.' Some days, I'll have a really great boss and some days, I'm going to have a not so great boss. Either way, that boss is only going to control so much of my motivation. That ultimately, a lot of this is going to fall on my shoulders."

As we started to take a look at this, the people who were "hundred-percenters" had certain behaviors that they exhibited that other people didn't exhibit. For example, they set goals that were very emotionally rich and challenge. They gave themselves goals that they really cared about those goals, they could visualize these goals, they got emotionally excited about these goals and they had to learn something. They were very challenging goals. This seemed to provide an inoculation against good bosses or bad bosses or a bad culture. As long as they felt driven to something, they were much more resilient.

Resilience was another characteristic and another set of behaviors that when things went wrong, these folks didn't just sit passively back and say, "Oh, I guess that's it. The sky's falling now." They didn't catastrophize. When a bad situation happened, they looked at it and said, "First off, this isn't all bad. There's always something positive I can take from this. Secondly, if I get back on the horse and I got back after this, that's going to be the best anecdote to this." They didn't sit back when they got knocked a tough blow. They didn't just sit back. They were instantly were back on their feet and said, "No, I'm going to go back at it again."

They also had very clear direction for their day. One of our surveys when we were determining if somebody was going to be a "hundred-percenter" or not, we asked the question, do you start every day with a clear plan? We found that the people who started every day with a clear plan were anywhere from 30 to 50% more motivated and more engaged than people who didn't start every day with a clear plan.

There were a host of behaviors like this that really separated people who were going to be "hundred-percenter" from the people who weren't going to be "hundred-percenters". The interesting thing was that when people who historically you

wouldn't have said, "Ok this person's a 'hundred-percenter'", they did their job, they were fine but, they weren't anything exceptional, started to exhibit these behaviors (that is when they started to set some robust goals, when they started to evidence more resilience, when they started to be more curious and open-minded, when they started to start every day with a clear plan), their motivation, their energy, their engagement started to go up.

This was the interesting thing, it wasn't just like, "Superstars do these behaviors and they're already superstars. So, doing the behaviors or not doing it isn't going to make a difference. What we found was that when these folks started to do these behaviors, it helped turn them into "hundred-percenters". The long and short of it is that bosses obviously have an impact on our life but, they have much less of an impact for "hundred-percenters".

One of the very first studies we did, we were looking at a couple of teachers in a pretty terrible district. The principle was awful. The school district was a mess. It was just bad. There were two teachers in particular that caught my eye. They're both working with the same terrible principle. One is still very motivated and say, "Every year, I make a difference in these kids' lives. I have my plan. I'm not going to change the world but, I can change the lives of a couple of kids every year and that drives me. That motivates me.

There was another teacher; the reason she caught my eye was she had just given notice. She said, "I can't take this anymore. It's just too bad. It's too depressing here. Nobody cares. Blah, blah, blah." They're working in the same exact environment and they were the same age. They went to roughly equivalent schools. They started teaching at this school at the same time. It was a perfect little controlled experiment. When I looked at that, she had a much clearer sense of purpose. Every day, she didn't just let the day unfold. She directed how her day was going to unfold. When something bad happened, she was able to deal with it much more resiliently than the other teacher was. When you looked at the teacher who was quitting, she did none of these things.

That was a classic test. If you would exhibit the right behaviors, you can inoculate yourself to even pretty difficult work environment and realize that ultimately, you do as an individual have a lot of control over your own motivation and your engagement.

Kris: For more interviews on health, mind, body and spirit go to Michael Senoff's www.HardtoFindSeminars.com.

The internal drive sounds like it is stronger than outside circumstances for these people who are "hundred-percenters". Is that right, Mark?

Mark: Yes and in essence, they have an internal locus of control. They believe that they have control over their future, over their fate, over their destiny. They are the ones who control it. People with an external locus of control believe that it is the external world that drives whether or not they're going to be happy or successful. People with an internal locus of control say, "Listen, things are going to happen to me in the outside world. Sure but, it is ultimately my choice as to what I do with it. If I am successful, it will be because I made myself successful. If I fail, it will be because I failed. I'm not going to sit around and say, 'The world has been harsh to me and the world hasn't given me and I haven't had the lucky breaks.' No, it's on me. Whether I'm born to privilege or not born to privilege, I control my destiny." Having this internal locus of control, this belief that, "Yes in fact, I do have a huge role to play in whether or not if I achieve what I want to achieve."

Those people are the ones who tend to be much more inoculated against negative stuff out in the world and they are much more immune to that. They're more resilient, they're more engaged, they're more motivated, they're more goal driven. It's largely because they feel like, "My choices, my decision ultimately drive my outcome."

Kris: One of the things you talk about is the HARD goals and you have it on Leadership IQ as the science of extraordinary achievement.

What do you consider HARD goals and why are they so important? Why do they make such a difference?

Mark: Goal-setting is really a big piece of what drives success. Obviously, if we don't have great goals, we're not going to have great achievement. A HARD goal is a goal that stands for four things. It is heartfelt, animated, required and difficult. What we discovered was that everybody has goals. Everybody sets New Year's resolutions and all that good stuff. Yet, if you look at something like New Year's resolutions, 85% of New Year's resolutions are abandoned within 90 days of New Year's. Why? We go through the trouble of setting these, why don't they work out? There are a number of reasons.

Number one, we didn't really have a deep emotional attachment to it. If you said, "I'm going to quit smoking this year because I've got a ten dollar coupon for a quit-smoking drug or something and you could take it or leave it. You're not all that emotionally attached. If all of a sudden you said, "Listen, the doctor said, if I quit smoking, then I'll stay alive to get to my daughter's wedding next year." Now, the emotional attachment to that goal is going to be significantly higher.

One big reason that goals fail is that we just can't answer the question, "Why do I care about this goal?" "Why do you want to lose 20 pounds?" "I don't know. Doctor said I probably should. Whatever." No, that's not a deep enough caring to really get us to turn down the chocolate cake when we're out at that big party next week. We need to have a deeper emotional attachment to our goal than that.

A lot of people when you ask them, "What's this goal going to look like? What's the end result going to look like? What's going to look like when you hit the end point here?" they just can't just picture it. They haven't really thought through the goal all that well. This is another big factor. Animating goal means you've so clearly thought it through that you can absolutely visualize what this goal is going to look like. What is it going to look like at the very end?

We do an exercise sometimes with folks. If we're working with a CEO or an executive or something, we say, "Let's image your ideal day at work. Image that Fortune Magazine is coming to do an interview. They're going to follow you around for the day. Walk me through. What is that ideal day actually looking like? What are you doing? Who are you talking to? The person at the Starbucks, how are you interacting with them? What's your assistant saying to you when you walk into the door?" Visualize it. Get a very clear picture of what that looks like. The clearer that picture is, the more likely you are to be able to actually achieve that. It comes back to; if you haven't thought through what the end point is the odds that you're going to hit it are not that high.

The "required" is the question, "Why do I have to start this goal now? What's my reason for urgency here?" A lot of goals sound good but they fall into the category of, "I'll start it next week. It's a perfectly lovely goal. I don't need to do it right today but, I'll get to it eventually." One of the big characteristics of people who achieve versus people who fail with their goal is that the people who succeed with their goals are the ones who say, "No, I need to get going on this thing right here, right now. This isn't a 'wait for tomorrow' kind of goal. I have to do something."

If I want to run a marathon, I'm going to go out and run a marathon today. It's a year from now but, I have to be able to do something today. Even if I just do 50 squats or go walk around the parking lot for an hour, I've got to do something today to get this going and build that urgency for this goal.

Finally, this really the most counterintuitive of all of this is the notion that great goals are difficult. There's 40 years of research that bears this out but, what we've found in our own research is that when people have a goal that requires them to learn something, they get much more neurologically activated. Their brain really wakes up much more. They pay more attention.

We're all familiar with this concept. Whenever you hear people talk about a sports team for example that let's say loses the game they should have won and the commentators say, "They played down to the level of their competition." Turns out, that's

not just for athletes. It's actually for all of us. Every one of us will play down to the level of our competition or in this case, we'll play down to the level of our goal. What we found is that when people set weak goals, it says something. It says, "This goal isn't that important. If I do it or if I don't do it, it doesn't really matter one way or another."

If it is a goal that your boss gave you for example and it's a really easy goal, you can interpret that as, "My boss doesn't think I'm capable of doing much more than this. The boss doesn't have much confidence in me." You're going to sleep-walk through the goal. It's like driving to work every day. We really don't pay that much attention. We sleep-walk through it. We listen to our tunes. We kind of check out and all that. We're really not highly engaged on the average commute into work. When we look at this, the goal that requires you to actually pay attention, that wakes you up, that says, "I'm going to have to actually learn something. I can't just sleep walk and do what I've always done. If I'm actually going to achieve this goal, I'm actually going to have to really pay attention, really learn something."

If you set a goal for an employee for example that says, "You're going to have to learn some new skills to achieve this goal." What it says to the employee is, "I must really think you've got some talent. I must really think you've got some pretty great attributes because I wouldn't have given you a meaningful goal, a goal that is going to take some work to do if I didn't think that you were capable of it." Stretching ourselves, challenging ourselves is an absolutely critical part of having any great goal. Parenthetically, think about any great achievement you've had. You ran a marathon. You lost 20 pounds. You quit smoking. You got that bit promotion. You put yourself through school. You started a company. You sold a company. Whatever, it can be anything. When you think about that great achievement that you've had in your life, the kind that sticks with you, that you're still proud of to this day, ask yourself, "Was this great achievement easy or hard? Did I know everything or did I have to learn new skills along the way? Was it a fait accompli or did I have some doubt along the way? Was it inside my comfort zone or was it outside my comfort zone?"

What you find is that every great goal outside your comfort zone was hard. It pushed you. You had to learn new skills. You had a little trepidation along the way. It has all of the elements of HARD, heartfelt, animated, required and difficult. That's really the kicker. Your goal isn't waking you up and getting you excited and driving you forward, then it's just not going to achieve great things. If it doesn't look like the kinds of goals that you've had in your life that has made you amazingly successful, it's just simply not going to work that well.

Kris: You're listening to an interview on Michael Senoff's www.HardtoFindSeminars.com.

Another thing you talk about is SMART goals. What are those and what some of the disadvantages of only relying on SMART goals and if you need to turn into HARD goals?

Mark: This is one that a very big issue in most organizations. A SMART goal is the traditional goal-setting methodology for a lot of organization. It was created in the 1950's and it stands for specific, measurable, achievable, realistic and time-limited. Some of those pieces are perfectly good. Who doesn't want a goal that's specific? Who doesn't want a goal that isn't a "we're going to do this forever" but, it actually has a time limit on it. All that stuff is great stuff but, the problem with SMART goal comes in when we start to take a look the achievable realistic piece of this.

What we discovered in doing some research on this is that when you ask people who have SMART goals, "Is this goal for this year going to help you achieve great things?" Only 15% of employee says, "Yes, absolutely, my SMART goal is going to help me achieve great things." If you ask them, "Is this goal going to help you maximize your full potential?", only about 13% of employees say, "Yes, this SMART goal is going to help me maximize my full potential." The issue comes up that it's the achievable and realistic thing that tends to get in people's way.

When SMART goals were created, it was a goal-setting methodology created, as I said, in the 1950's and created in a

commanded control kind of environment. You think back to the 1950's, the era of the man in the gray flannel suit. It was giant conglomerates. Everybody sit in their box. Don't move too far. Don't color outside the lines. Innovation wasn't really the buzzword that it is today. It was more, "No stick to your knitting." We had a general that was our president, Eisenhower. Not that it was a bad era; it was just a very different era than what we have today. SMART goals are very much a product of their time.

Whereas in today's world, we are less concerned about making sure that people color inside the lines. We're more concerned about getting them to push, to get creative. This is where we think about every cool thing we've had in the past ten years, iPhones, iPads, Google, Starbucks, take your pick. All of it is a result of somebody say, "Yeah, I know this isn't the norm but let's push outside the norm anyway. Let's get kind of funky." This is where the SMART goals go wrong.

What we found is if you just take achievable, realistic part of SMART goals and then instead say, "I want a goal that is specific, measurable and time-limited." That's all good but now, take that HARD goals idea. You don't have to put it on a special form or anything but rather just say, "I'm going to take those SMART goals concept and make sure that instead of making sure that my goal totally achievable and realistic, I'm just going to rewrite that a little bit. I'm going to make sure that it's actually pushing me a little bit. I'm still going to keep it specific, measurable and time-limited but, I'm going to make sure it's pushing me a little bit. I'm going to certainly make sure that I have some of heartfelt, the emotional attachment to this goal. I'm going to make sure that I have a sense of urgency; that it's required. Then, I'm going to make sure that it's animated; that I can actually clearly picture these goals.

What we found is that HARD goals are necessarily in conflict with SMART goals. They are kind of but you can make them not be in conflict. If you make a little tweak to your SMART goals, you can keep a bulk of the SMART goal idea but instead, infuse the goal with these four big questions. Why do I care about it? What's my heartfelt attachment? What does it look like? Can I picture it?

That's my animated. Why do I have to do it and what can I do right today to get started with it? That's the required piece. Then, the difficulty is what am I going to have to learn to achieve this goal? With a few tweaks, you can undo a lot of the badness that exists with a lot of our current goal-setting methodologies and still end up in pretty good shape.

Kris: One of the things you talk about, I love the title, is "talented terrors" in organizations, employees with great skills but lousy attitudes. Everybody knows they can be very destructive to leadership in the work place. What can leaders do to turn the "talented terror" into valuable people?

Mark: This always one of the big issues that leaders face. It begins with the idea of recognizing that "talented terrors" exist. Then, it goes back to the very beginning of our discussion about this notion of attitude plays a big part in determining success or failure. You can have great skills but, if you're a jerk about it, it's not going to turn into great performance. The things we all have to think about is high performers are people with both great skills and great attitudes. One of the very first things that we have to do is make sure that our folks understand that "I'm not going to give you the big giant trophy for having great skills but having a lousy attitude." You actually got to have a great attitude to go with those great skills.

One of the reasons "talented terrors" exists is that too many people say, "Oh well, they are a high performer. They just have got a lousy attitude." No, there's no such thing as being a high performer with a lousy attitude. That's a low performer. High performers have both great skills and great attitude. First thing we have to do is get rid of phrases like, "They're a high performer with just a bad attitude." Once we start to say, "Listen, you have to have a great attitude." Then, we as leaders have established a platform for ourselves whereby we can come out and say, "Listen, you want to succeed in this organization? People with bad attitudes are not going to get five out five in their next performance review. That's not the way it works. We're actually going to include attitudes and these associated behaviors in our performance reviews. I'm going to sit down and have a conversation with somebody with a bad attitude."

That by itself is a skill that leaders have to learn. A lot of leaders are sadly unprepared for dealing with "talented terrors" because; "talented terrors" are not stupid. They're "talented terrors" not "dumb terrors". They have pretty forceful personalities. It's a conversation with a "talented terror" that a leader's going to have to prepare themselves for. It's going to be a very scripted conversation. It's not going to be an exploration of where this person came from in their childhood and why they didn't get enough hugs and etc.

It's going to be a very clear delineation that says, "Listen, I've called you in today to talk about your performance and the news isn't so good. Right now, you're exhibiting the following behaviors. These attitudinal behaviors, poor customer service, arrogance with a team member, whatever it is, are unacceptable. I believe you can change those behaviors. I believe that you are more than capable of altering those behaviors and becoming a true high performer but, I need to make crystal clear that these behaviors are going to be allowed to continue. You can decide if you want to make that change or you can decide if you don't want to make that change. If you don't want to make that change, that's fine. We're just going to have a separate conversation, you and I, where we're going to talk about everything up to and including termination. If you decide you do want to make that change, then I'd be thrilled to sit down and work with you and outline exactly what behaviors need to change."

The conversation is generally that simple but, it is delivered in a not aggressive but assertive manner. It's very matter-of-fact. It has to be so scripted, so hardwired for yourself. When you deal with a "talented terrors" because they can be difficult, they're used to having really tough conversations and winning. We have to be prepared to deal with all of this stuff in a very up-front kind of fashion. If you can do all of that, then generally, life becomes significantly better.

Kris: That sounds like advice that can use with teenagers too.

Mark: One of the funniest things is that, I always recommend to leaders that if you're going to have a "talented terrors" conversation, practice this at home. If you have a teenager, make them role-play the "talented terror" because, they do better at playing the "talented terror" than anybody that will ever work in your company. They role-play it like it's nobody's business.

Kris: This is Kris Costello reporting for Michael Senoff's www.HardtoFindSeminars.com.

I wish I had talked to you years ago. What is one thing that leaders today can do to really encourage this kind of hundred-percent performance from their people?

Mark: One simple thing they can do is just sit down and ask people, "Tell me about a time in the past couple of months when you got really excited and jazzed up." You want to listen for what gets them excited. Then ask them, "Tell me one time in the past couple of months or month where you got really burnt out and demotivated. What was that?" You want to know what demotivates them. You want to know what's the kind of work that you do that makes you act like a "hundred-percenter" and what's the times that get in your way that make you not act like a "hundred-percenter". If you can figure out those two things, it's the simplest conversation to have over a cup of coffee but, they're going to tell you their own personal road map for becoming a "hundred-percenter".

Kris: Presentations are so important for so many people in business and many other arenas. What's one of the biggest myths about giving a presentation that you've seen people struggle with?

Mark: One of the biggest issues that people struggle with is this idea of, "I've made my slide deck. I've made my presentation. Now, I must go through every single slide in this presentation and I can't stop. I can't interact with my audience. Come heck or high water, I must get through this thing even if my audience is irritated and falling asleep." The great myth is that a presentation is a monologue. "I'm going to puke some stuff out

to you. I'm just going to talk for 10 minutes or 20 minutes or an hour and hopefully, you'll love it."

The best presentations are often times, a dialogue and it's so counterintuitive. I wish more people did this. Presenters that do this have brilliant presentations. Rather than beginning with their stock pitch, the best presenters will often before they get into say, "We've got 30 minutes together today. What's one question that I can answer for you that would make the next 30 minutes a great use of your time? What's one question that you want to make sure that you know the answer to before you leave here today?" People will say, "I don't want to use up the time in my presentation to give answer to that question because it's going to suck up so much time." I'll often reply, "If you have 30 minutes to present, you have two choices. You could have 15 minutes of gathering information and then 15 minutes of giving a laser-focused presentation answering that one big question. Or you could speak for 30 minutes with no idea whether you're talking about the right stuff, just puke it out there and hope that it meets the needs of your audience."

The best presentations are the ones that answer the one question your audience has. What's that question they have? That's the thing I don't know. The only way to find that out is to ask them. That's right there. We were talking about what's one thing a leader can do to help their employees become "hundred-percenter". The irony is that so much of leadership and presentation is that their very similar that it's not so much of what you say but, it's the questions you ask. It's not so much having the answers as being able to ask the question because the people that you need to help, whether it's an audience or an employee, they have the answers. What they don't often have is a leader who's willing to figure out what that answer is. That's the big ah, ha moment.

Kris: I'm so glad that you said that. I've been so many presentations that I wished they had started that way? What is one of the questions that people ask you most often?

Mark: It depends on what I'm talking about. Probably the most common question I get anymore is usually around this idea of

are leaders made or are they just born? Mostly it's because for so many years, we've been taught that it's a function of "Great leaders are born. That's just how it is. You're either a leader or you're not." What we found overwhelming, it's not generally the case. Are people born with certain tendencies and certain attributes that make them more predisposed to be able to lead effectively? Sure, being a good listener, being interested in people, being a good communicator, being calm under pressure, those are all attributes that one can have in greater or lesser quantities. You see this in children. I see this in my own kids. They have very different personalities but, it doesn't mean that the core leadership behaviors can't be taught.

Anyone of us can learn to respect the people that work for us, to value their input, to set goals that are going to stimulate and challenge them and to build relationships with them. Those are all things that are eminently learnable and teachable. Again, can you be born naturally faster or slower? Absolutely, but that doesn't mean that but it doesn't mean that everybody isn't capable of going out and running a marathon. We all are. It's just how we apply ourselves and that's the big issue.

Kris: What is the most costly mistake that you've seen salespeople doing when they give a presentation?

Mark: One of the biggies is when you think about a typical kind of sales presentation, most sales presentation has this lie right up front at the beginning that says, "Here's our company and here's when we were founded and let me tell you a bit about us. This is where we came from and we're the industry leader and we work with XYZ clients and blah, blah, blah." They'll spend 5, 10, 15 minutes of the most valuable mental real estate in a presentation which is the beginning, talking about themselves. As opposed to figuring out what the audience wants to hear. That's the big issue that we see over and over again.

One of our basic rules for presentation is take that "about us" slide and just rip it out, delete it. Don't spend the first 10 to 15 minutes of your presentation talking about yourself. Spend that time discovering your audience's pain and then, spend the rest of the time addressing that pain. Get rid of that slide that is the

"about us" slide because, the people listening to you generally don't care. Most of the time, let's say somebody wants to buy a piece of software, they don't come into it and say, "You know what, I don't care about the features of software, what I really want to buy is a company that's been around for 56 years." No, I want to buy the thing that's going solve my pain.

"Yahoo has been around longer than Google. Wonderful. Who's search engine is better?" "I like Google's better." "Yeah, I'm going to go with Google." That's generally how people respond. I want to solve the pain that I have. I don't really care too much about how long you've been in business and how many clients you have. So, don't spend the first 15 minutes talking about yourself.

Figure out what drives me and then, tell me how you can solve my pain. Nobody goes into their dentist when they have a cracked tooth and says, "I'd like to see your credentials." No, they walk in and they say, "Please, stop the pain in my tooth," same thing applies.

Kris: That's even becoming more so with the internet age. I see that with my own children where the youngest, the loyalty factor. He doesn't care about the brand. He cares about the instant solving for the problem...

Mark: What can you do for me? Don't put up the ad that tells me, "We've worked with 60% of Fortune 500." No, I'm either interested in what you're doing or I'm not. You have about 30 seconds to make that pitch to me.

Kris: What are some of the good tools that you have used to help people connect with their audience and what others can use?

Mark: There are a number of things that people can do. So often we get hung up on what's the latest technology. Certainly, there are cool presentation tools out there. You don't have to always use Power Point or read the Key Note which is the Apple product. You can use things like prez.com but, the absolute hallmark of a masterful presenter is when they pull up a flip chart and they give their presentation with some drawings on a flipchart. When

a presenter is so fluent in their content that they don't need prompts from slides, that they can listen to the pain that their audience has and then spend the next 10 minutes, 15 minutes demonstrating with a flip chart and a conversation of what their audience needs. Those are some of the best presentations that you'll ever see.

Now, if you're selling software, you'll want to demo the software. Then those things can be useful but, it's the more conversational the tone, the more I feel like you are speaking to me as an individual as opposed to giving me a canned script that could be used for anybody. That's the thing. If you pull out a flip chart, like the old fashioned flip chart and markers, you're delivering the presentation that is designed for me. It's created from scratch just for me. If you pull out a Power Point deck, you could have used that thing for 100 other people. That's not for me. I don't feel special.

This all comes down to leadership and presenting is very much the same in that, you were trying to connect with individual. You trying to make it feel like an individualized experience and the more you do that, the more success you're going to have.

Kris: You're listening to an interview on Michael Senoff's www.HardtoFindSeminars.com.

You have to be really careful with email. I like the personal emails and you get to the bottom and it says, "This is a test."

You must have some people who you consider presentation gods or mentors. Do you have anybody like that? That has really captured the art of presentation, besides yourself, of course?

Mark: They're the clichéd ones. The late Steve Jobs gave masterful presentation. The biggest quality he brought to it was the absolutely insane level of preparation and practice to his presentation. He's very remarkable in that regard.

Howard Shultz, Starbucks is a highly effective presenter. There's dozens of them, all of these clichéd leaders, Richard Branson, all of those guys. They do a very, very good job.

I've seen teachers, I've seen general managers, and I've seen sales people and they're all in their own way doing an exceptional job of connecting with their audience. We sometimes get too hung up on the Howard Schultzes, the Steve Jobs, the Richard Bransons, those types because they are just oozing with charisma, magnetism and everything else. That's not always the mark of a great presentation. The mark of a great presentation is one that resonates with the audience.

There was some linguistic study done by a couple professors, I think at Yale, a number of years ago looking at George W. Bush's language use over the course of his political career. George W. Bush went to Andover, went to Yale, and went to Harvard Business School. Early in his career when he got destroyed running for congress and he spoke like a guy who grew up in Nantucket and went to Andover, Yale and Harvard but, he was getting destroyed running for congress in Texas. So, over the next few years, his language started to change. We started to get "strategery" and we started to get words that weren't "ain't not" and we started to get all of that. All of a sudden, the next thing you know, he's the governor. From a grammatical point of view, his language got atrocious. It resonated much effectively with the audience he was speaking to and gave him more of the quintessential Texas-feel, if you will. These professors charted his use of language and found that it really significantly changed over a 25 year period of his life. It's the same thing. You look at that and you say, "He used three words that weren't words." "Yeah but, he just got elected."

When we look at a great presenter, it's not always being the smoothest presenter. Sometimes, it's just being the person that made the single best connection with the audience.

Kris: If someone is trying to connect with that audience, in your opinion Mark, what is the single best way that you can't plant a message that just stays in people's brains that they can't get rid of?

Mark: Sum up your presentation in less than 140 characters. What that means is, have a headline. Make sure that your presentation has

one single take away. When Steve Jobs launched the iPhone, it was "1000 songs in your pocket". When they launched the MacBook Air, it was "the world's thinnest notebook". When Google was seeking money, their presentation was, "Google provides access to the world's information in one click." Starbucks was starting up and looking for money, "Starbucks creates a third place between work and home." Make sure that your presentation has one simple message that anybody can remember and that'll be enough. If you do that, your audience is going to remember.

Kris: How about creating stage charisma? One of the number one fears is public speaking.

Mark: The single best thing you can do there, and any musician, any athlete will tell you this, is practice. There's a reason why Steve Jobs would prepare 8 hours of on-stage time for that one hour of presentation. It's because if it's burned into you, all the nerves in the world, you're still going to be able to fall back on muscle memory and some basic retention.

Kris: How important are stories with connecting with your audience?

Mark: Stories can be very important and they help bring your core ideas to life. What I always tell presenters is, begin with your core message. Make sure that you understand the message, that it is crystal clear and poignant and then, once you've done that, now you can find stories that exemplify your particular message that you're trying to tell. The mistake that people often make with stories is that they'll begin with stories and say, "I've got a great story" but, then they don't really have a particularly great message in there. So, the message gets lost. If you can focus on the core message and then use a story or two to bring that to life, then it becomes a very powerful teaching tool.

Kris: I've been to a lot of presentations where they just kind of fade. Is there a way that you can end a presentation that really changes what they audience gets from that?

Mark: The big lesson is to write out your argument. Construct your argument on paper before you start putting slides together or

anything like that and make a little tree. "Here's point number one. Here's point number two. Here's what I'm going to say about this. Here's how I'm going to justify that." Once you've done that, it becomes very easy to see, "Alright, I've just made my presentation. I've just made my argument. I've constructed but now, I want to make sure that I just go back and recap what my core argument was."

The reason a lot of presentations just kind of taper off is that people haven't really thought out their core argument. They haven't really thought out, "What is the point of what I'm saying here?" If you haven't thought that through, then it becomes very difficult to go back and remember to recap it. If you've actually diagramed your argument and you know exactly the point is that you're trying to make, now all of a sudden, it's not so terribly bad. It serves as a reminder, "Yeah, I need to go back and deliver this message and sort of recap what I did and finish strong."

Kris: With that, Mark, we want to thank you so much for being on the show today and I also would love it if you could share with our listeners a little bit about Leadership IQ. You've got a phenomenal website there with lots of different offerings. I would like it if you could tell us a little more about what you're offering on there.

Mark: Leadership IQ is a training company. We do a lot of research. We do a lot of things like employee surveys and employee engagement surveys, things like that. We are fundamentally in the business of helping people become extraordinary leaders. On our website you can find our public webinars which are webinars available for anybody to come and register for. There are our mega corporate clients and all of that and there's information on that. We do have posted on the website at leadershipiq.com. We have a lot of our articles and white papers that we've just made available for the general public. You can certainly go on there and register for free and check those out as well.

Kris: We want to thank you. Mark Murphy's book *A Hundred-Percenters* is available right now and you can go to....

Mark: ...Amazon, Barnes and Noble, your local book store, any or all.

Kris: Terrific. That was incredible. Thank you so much Mark.

Michael: That's the end of our interview. I hope you found it helpful and for more great interviews on motivation, success, health, wellness and marketing go to my site; Michael Senoff's www.HardtoFindSeminars.com.